

RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/1	5-08-09	A Resolution to Amend The George Washington University Equal Employment Opportunity Policy (EEO) To Include "Gender Identity or Expression"	Adopted as Amended 5-08-09 (transmitted to President's Office with Resolutions for the 2008-09 Session)	Response already received. <i>Agreed – Accepted by the Administration</i>
09/2	5-08-09	A Resolution to Recommend Modification of the Unified Budget Model	Adopted 5-08-09	Administration has taken this Resolution to the Council of Deans for review
09/3	1-15-10	A Resolution to Amend the <i>Faculty Code</i> With Respect to the Participation of Research Faculty in the Governance of the School of Public Health and Health Services	Postponed to the February 19, 2010 Senate meeting	
	2-19-10		Recommitted to Committee	
	3-12-10	A Resolution to Amend the <i>Faculty Code</i> With Respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services	Adopted as amended 3-12-10	Adopted as amended. See attached Decision Memorandum. Action taken at May 2010 BOT meeting.

DECISION MEMORANDUM – Faculty Senate Resolution 09/3
May 2010

Decision to be Made:

The Faculty Senate has presented the Committee on Academic Affairs with a Resolution to Amend the Faculty Code with respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services (Faculty Senate Resolution 09/3).

Recommendation of the Academic Affairs Committee:

Approve amending **Article I.B1** and the asterisked footnote on page 18 (see below) of the Faculty Code as recommended by Faculty Senate Resolution 09/3, with the following provisions:

- the Board acknowledges the strong contributions that research staff (as defined in Article I.B.4 of the Faculty Code) have played in the governance of the SPHHS;
- the Board emphasizes that, in matters that are not Code-specified governance matters, research staff in the SPHHS retain the right to participate in the governance of the Medical Center pursuant to the Medical Center Organization Plan;
- research staff may participate in governance activities reserved for regular, active-status faculty without the right to vote;
- the Administration continue to work with the Faculty Senate to explore means by which research staff in all Schools within the University may contribute their expertise to the governance of the University
- research staff in the SPHHS be afforded an opportunity, where appropriate, to join the faculty in tenured or tenured-accruing positions

Special Issues Addressed by the Academic Affairs Committee:

These are addressed above in the Recommendation.

Background:

The Faculty Code contains a footnote on page 18 as follows:

“In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term ‘regular’ faculty appears in this document.” This footnote was intended to permit clinical medical faculty to participate in Code-specific matters in the Medical Center because of their key role in medical education. It was added to the Code in the mid-1970s, before SPHHS was established. In addition, SPHHS faculty composition does not comply with Article I.B.1 of the Code, which stipulates that the proportion of regular, active-status faculty serving in non-tenured positions may not exceed 25 percent. Therefore, the Faculty Senate wishes to amend the Faculty Code as follows: (1) Article I.B.1 (page 1): Amend “The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions...” to read “The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions....” (2) Footnote, page 18: Amend “In the governance of the Medical Center, all faculty eligible for membership....” to read “In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership....”

Fiscal Impact of Proposed Action:

None

DECISION OF THE FULL BOARD OF TRUSTEES:

(Circle One): Approved Disapproved Deferred Withdrawn

(Circle One): With Discussion Without Discussion

Date: 14 May 2010 _____

RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/4	3-12-10	A Resolution of Appreciation (for Lillian F. Robinson)	Adopted 3-12-10	Total agreement!
09/5	3-12-10	A Resolution on the Proposal for a New School of Nursing	Introduced under Introduction of Resolutions 3-12-10 Adopted, as amended, 3-12-10	Adopted as amended by the Faculty Senate per Resolution 10/1.
10/1	5-12-10	A Resolution Presenting Recommendations on the Proposal for a New School of Nursing	Adopted May 12, 2010 Note: Resolution 10/1, while technically occurring during the 2010-11 Session, was forwarded to the Administration for expedited action with the Resolutions for this Session.	Adopted. See attached Decision Memorandum. Action taken at May 2010 BOT meeting.

DECISION MEMORANDUM – Proposed School of Nursing
May 2010

Decision to be Made:

Establish a School of Nursing at the Virginia Science and Technology Campus, effective 1 July 2010.
The school shall be launched and fully operational 1 July 2011.

Recommendation of the Academic Affairs Committee:

Approve the proposal to establish the School of Nursing as outlined in "Proposal for a School of Nursing," May 2010

Special Issues Addressed by the Academic Affairs Committee:

It is understood that:

- 1) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011; and
- 2) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing positions by August 31, 2014; and
- 3) By August 31, 2010, the founding Dean of the School of Nursing shall address those questions remaining from the Faculty Senate Committee on the Proposal for a New School of Nursing.

In addressing item 1, above, the Vice President for Health Affairs has committed to the funding of four tenured faculty lines in the School of Nursing for FY2012.

Background:

GW's BS in nursing program, located at the Virginia Science and Technology Campus (VSTC), has been extremely successful. For the Fall 2010 semester, the program received 400 applications for 40 open seats. This success, and the national shortage of nurses, make this a propitious time to launch a School of Nursing. A full-fledged school, in contrast to a program, will enable GW to attract top-flight faculty members and increase the number of tenured and tenure-accruing faculty members teaching nursing.

Senior Associate Dean Jean Johnson of the School of Medicine and Health Sciences, and Dr. Ellen Dawson, RN, chair of GW's department of nursing, have developed a detailed proposal, business plan, and SWOT analysis. The proposal states that the School's mission is to "develop nursing leaders who will actively engage in promoting health and well-being at local, national, and global levels." The overall goal is to be a leader in both education and research and, within eight years, to move the school into the top 25 schools of nursing as rated by U.S. News and World Report.

Market data derived from national and regional workforce projections and from GW's experience in attracting applicants supports the sustainability of the School. Applications to the BSN program increased from 79 in 2009 to 437 in 2010.

The School will be primarily located at VSTC, with a continued presence on the Foggy Bottom Campus to support nursing students integrated with the medical and physician assistant programs in Foggy Bottom.

Fiscal Impact of Proposed Action:

Analysis shows minimal financial effect in separating nursing from health sciences.

DECISION OF THE FULL BOARD OF TRUSTEES:

(Circle One): Approved Disapproved Deferred Withdrawn

(Circle One): With Discussion Without Discussion

Date: 14 May 2010 _____

DECISION MEMORANDUM – Faculty Senate Resolution 09/3
May 2010

Decision to be Made:

The Faculty Senate has presented the Committee on Academic Affairs with a Resolution to Amend the Faculty Code with respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services (Faculty Senate Resolution 09/3).

Recommendation of the Academic Affairs Committee:

Approve amending **Article I.B1** and the asterisked footnote on page 18 (see below) of the Faculty Code as recommended by Faculty Senate Resolution 09/3, with the following provisions:

- the Board acknowledges the strong contributions that research staff (as defined in Article I.B.4 of the Faculty Code) have played in the governance of the SPHHS;
- the Board emphasizes that, in matters that are not Code-specified governance matters, research staff in the SPHHS retain the right to participate in the governance of the Medical Center pursuant to the Medical Center Organization Plan;
- research staff may participate in governance activities reserved for regular, active-status faculty without the right to vote;
- the Administration continue to work with the Faculty Senate to explore means by which research staff in all Schools within the University may contribute their expertise to the governance of the University
- research staff in the SPHHS be afforded an opportunity, where appropriate, to join the faculty in tenured or tenured-accruing positions

Special Issues Addressed by the Academic Affairs Committee:

These are addressed above in the Recommendation.

Background:

The Faculty Code contains a footnote on page 18 as follows:

“In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term ‘regular’ faculty appears in this document.” This footnote was intended to permit clinical medical faculty to participate in Code-specific matters in the Medical Center because of their key role in medical education. It was added to the Code in the mid-1970s, before SPHHS was established. In addition, SPHHS faculty composition does not comply with Article I.B.1 of the Code, which stipulates that the proportion of regular, active-status faculty serving in non-tenured positions may not exceed 25 percent. Therefore, the Faculty Senate wishes to amend the Faculty Code as follows: (1)Article I.B.1 (page 1): Amend “The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions...” to read “The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions....” (2) Footnote, page 18: Amend “In the governance of the Medical Center, all faculty eligible for membership....” to read “In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership....”

Fiscal Impact of Proposed Action:

None

DECISION OF THE FULL BOARD OF TRUSTEES:

(Circle One): Approved Disapproved Deferred Withdrawn

(Circle One): With Discussion Without Discussion

Date: 14 May 2010_____

RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/1	5-08-09	A Resolution to Amend The George Washington University Equal Employment Opportunity Policy (EEOP) To Include "Gender Identity or Expression"	Adopted as amended (transmitted to President's Office with Resolutions for the 2008-09 Session)	Response already received. <i>Agreed – Accepted by the Administration</i>
09/2	5-08-09	A Resolution to Recommend Modification of the Unified Budget Model	Adopted 5-08-09	Administration has taken this Resolution to the Council of Deans for review
09/3	1-15-10	A Resolution to Amend the <i>Faculty Code</i> With Respect to the Participation of Research Faculty in the Governance of the School of Public Health and Health Services	Postponed to the February 19, 2010 Senate meeting	
	2-19-10		Recommitted to Committee	
	3-12-10	A Resolution to Amend the <i>Faculty Code</i> With Respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services	Adopted as amended 3-12-10	

RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/4	3-12-10	A Resolution of Appreciation (for Lilien F. Robinson)	Adopted 3-12-10	
09/5	3-12-10	A Resolution on the Proposal for a New School of Nursing	Introduced under Introduction of Resolutions 3-12-10 Adopted as amended 3-12-10	

**A Resolution to Amend The George Washington University Equal
Employment Opportunity Policy (EEOP) To Include "Gender Identity
or Expression" ((09/1)**

WHEREAS, the current EEOP does not specifically include "gender identity or expression" as a basis for which the University does not unlawfully discriminate; and

WHEREAS, over 260 colleges and universities have included "gender identity or expression" in their non-discrimination policies; and

WHEREAS, the inclusion of "gender identity or expression" would be consistent with provisions in the District of Columbia Human Rights Act that prohibit educational institutions from discriminating against individuals on this basis; and

WHEREAS, the inclusion of "gender identity or expression" assures current and prospective transgender students, faculty and staff that GW is a nurturing and supportive campus community; and

WHEREAS, the GW Student Association has voted unanimously to support the inclusion of such language in the EEOP; and

WHEREAS, GW students have expressed their belief that the inclusion of "gender identity or expression" in the EEOP would result in an increased sense of safety and security; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the EEOP be amended to read as follows:

"The George Washington University does not unlawfully discriminate against any person ~~on the basis of~~ on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies and procedures of the University, including admission to educational programs and employment. ~~The University is subject to the District of Columbia Human Rights Act.~~"

BE IT FURTHER RESOLVED THAT THE FACULTY SENATE supports the amending of all University non-discrimination statements, including those in the Guide to Student Rights and Responsibilities and the GW statement on Discrimination and Harassment Prohibited in the Workplace, to include "gender identity or expression."

Joint Committee of Faculty and Students

April 8, 2009

Adopted as amended, May 8, 2009



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON DC

EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

11 September 2009

TO: Lilien Robinson
Chair, Faculty Senate Executive Committee

FR: Donald R.

Lehm

Executive Vice
President


~~President for Academic Affairs~~

RE: Faculty Senate Resolution 09/2

The Council of Deans met on 27 August 2009 and considered Faculty Senate Resolution 09/2 (A Resolution to Recommend Modification of the Unified Budget Model). The resolution, which proposes amending the provisions in the "Closing Out the Budget at Year End" sections "to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment," was discussed thoroughly at this session. It is the consensus of the deans that, in order to preserve collaborative collegiality among the schools, the deans do not support the proposed amendment to the Unified Budget Model as stated in Resolution 09/2.

cc: Council of Deans
Don Boselovic, Senior Advisor, EVP&T
Vanessa Rose, Executive Director, Budget

Attachment

**A RESOLUTION TO RECOMMEND MODIFICATION OF THE UNIFIED
BUDGET MODEL (09/2)**

WHEREAS, the Administration has adopted the "Unified Budget Model" (UBM) and that model is playing a significant role in determining the funding for, and strength of, academic programs in the various Schools of the University;

WHEREAS, the UBM specifically claims that "(o)nly those activities that a school can control are included in determining the budgeted margin" and has interpreted that control to refer to the "continuing undergraduate students enrolled in a school's on-campus programs during the academic year", so that, for example, "under the Unified Budget Model, no tuition revenue is allocated to one school for teaching students enrolled in other schools";

WHEREAS, these two provisions of the UBM are incompatible with an environment where students should not be impeded in seeking inter-school majors and minors which require the resources and attention of at least two schools and which schools could control by denying students access to these interschool majors and minors and course enrollment;

WHEREAS, the current system provides an undesirable financial incentive for departments and faculty to discriminate among students majoring in the same subject based on the school in which they are enrolled;

WHEREAS, the *Faculty Code* Section IX.A. entitles faculty to "an active role ..." including "an opportunity to make recommendations" when budgetary decisions under schemes such as the UBM have substantial implications for the strength and continuation of academic programs, the welfare of students, and the teaching and learning environment; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the potentially dysfunctional provision of the UBM be eliminated by amending the provisions in the "Closing Out the Budget at Year End" sections (pages 3 and 4) of the current Unified Budget model to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment. This recommended change is to take effect in fiscal year 2010.

Committee on Fiscal Planning and Budgeting
April 21, 2009

Adopted May 8, 2009

**A RESOLUTION TO AMEND THE FACULTY CODE WITH
RESPECT TO THE PARTICIPATION OF RESEARCH FACULTY IN
CERTAIN GOVERNANCE MATTERS IN THE SCHOOL OF PUBLIC HEALTH
AND HEALTH SERVICES (09/3)**

WHEREAS, as further explained in the Report of the Committee on Professional Ethics and Academic Freedom attached to this Resolution as Appendix A, since 2002 the Faculty Senate has actively encouraged and supported efforts by the School of Public Health and Health Services ("SPHHS") to achieve its aspirations for academic excellence and to build a national and international reputation as a preeminent school of public health; and

WHEREAS, the Procedures for the Implementation of the Faculty Code ("Procedures") provide that the regular, active-status faculty of each school is responsible for the following governance matters within that school: (i) the adoption of written procedures for the governance of the school pursuant to Part A of the Procedures, (ii) the appointment, promotion and tenuring of faculty pursuant to Part B of the Procedures, (iii) the appointment of academic administrative officers pursuant to Part C of the Procedures, and (iv) the development of curriculum and academic programs pursuant to Part D of the Procedures ("Code-specified governance matters"); and

WHEREAS, Article I.B.1 of the Faculty Code specifies: " . . . the proportion of regular, active-status faculty serving in non-tenure accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing;" and

WHEREAS, Article I.B.1 of the Faculty Code applies to the faculty of all schools in the University except for the faculties of the Law School and the College of Professional Studies as well as "Medical Center faculty who are stationed at affiliated institutions"; and

WHEREAS, a footnote on page 18 of the Faculty Code states: "In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term 'regular' faculty appears in this document;" and

WHEREAS, the Medical Center Faculty Organization Plan states that the voting membership of the Medical Center Faculty Assembly includes regular professors, clinical professors, professorial lecturers, adjunct professors, and research professors; and

WHEREAS, the SPHHS has a large number of research faculty who do not hold regular, active-status appointments but who actively participate in Code-specified governance matters in the SPHHS by virtue of the footnote on page 18 of the Faculty Code; and

WHEREAS, the footnote on page 18 of the Faculty Code was originally intended to allow clinical and research medical faculty to participate in Code-specified governance

matters in the Medical Center because of the key roles played by those faculty in medical education with its strong emphasis on practice-based instruction, as contrasted with the primarily academic and scholarly roles that regular, active-status faculty are required to fulfill in other schools in the University; and,

WHEREAS, the footnote on page 18 of the Faculty Code was added in the mid-1970's, long before the SPHHS was established in 1997 as a separate school within the Medical Center; and,

WHEREAS, the composition of the regular, active-status faculty of the SPHHS has not complied with Article I.B.1 since the founding of the SPHHS in 1997, and since 2002 the Faculty Senate and its Committees have made sustained efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code; and

WHEREAS, Article I.B.1. of the Faculty Code plays a vital role in supporting the University's commitments to academic excellence and shared governance because:

- (1) Article I.B.1. ensures that, in the non-excluded entities, most regular, active-status faculty members will have an opportunity to earn tenured status and, accordingly, will have strong incentives to achieve excellence in teaching and scholarship by satisfying peer-reviewed standards of academic rigor, independence and objectivity; and
- (2) Article I.B.1 further ensures that, in the non-excluded entities, (i) faculty members who participate in Code-specified governance matters in the University and its schools and departments will be regular, active-status faculty members who are engaged in all three major areas of faculty responsibility (namely, teaching, productive scholarship, and service) as set forth in Articles IV.A.6.b) and IV.B.1 of the Faculty Code, and (ii) the predominant group of such faculty members will have the opportunity to earn tenured status and thereby obtain appropriate independence in carrying out the shared responsibility of regular, active-status faculty for deciding Code-specified governance matters pursuant to Article IX of the Faculty Code and Parts A through D of the Procedures;

WHEREAS, during the Faculty Senate's efforts to encourage the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, the Senate has become aware of the very significant role played by research faculty in Code-specified governance matters in the SPHHS, by reason of the inclusion of research faculty in the footnote on page 18 of the Faculty Code and their resulting exclusion from the requirements of Article I.B.1.; and

WHEREAS, the Faculty Senate has determined, based on the purposes and objectives of Article I.B.1., that research faculty of the SPHHS should not be granted authority to participate in Code-specified governance matters in the SPHHS; and

WHEREAS, in all matters that are not Code-specified governance matters, this Resolution does not affect the rights of research faculty of SPHHS to participate in the governance of the SPHHS or to participate in the governance of the Medical Center pursuant to the Medical Center Organizational Plan;

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE
OF THE GEORGE WASHINGTON UNIVERSITY**

1. That, in Article I.B.1. of the Faculty Code, the phrase "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" shall be amended to read "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
2. That the asterisked footnote to Part A of The Procedures for the Implementation of the Faculty Code ("Procedures"), on page 18, be amended to read as follows:

In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term "regular" faculty appears in this document.

3. That, following adoption of the foregoing amendments by the University's Board of Trustees, the Dean of the School of Public Health and Health Services ("SPHHS") shall take appropriate steps, in collaboration with the faculty of the SPHHS, to develop governance procedures for the SPHHS (including appropriate school and departmental bylaws) that shall bring the SPHHS into full compliance with Parts A through D of the Procedures not later than December 31, 2010.
4. That the Dean of the SPHHS shall submit a report to the Faculty Senate Executive Committee not later than January 31, 2011, describing the steps taken by the SPHHS to achieve full compliance with Parts A through D of the Procedures.
5. That the report by the Dean of the SPHHS referred to in Paragraph 4, above, shall also (i) describe the progress made by the SPHHS in moving toward full compliance with Article I.B.1 of the Faculty Code and (ii) provide an estimated date for achieving full compliance with that provision.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 3, 2010

Adopted as amended March 12, 2010

APPENDIX A

COMMITTEE REPORT ON THE RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO PARTICIPATION OF RESEARCH FACULTY IN CERTAIN GOVERNANCE MATTERS IN THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES (09/3)

Since 2002 the Faculty Senate has actively encouraged and supported efforts by the School of Public Health and Health Services ("SPHHS") to achieve its aspirations for academic excellence and to build a national and international reputation as a preeminent school of public health.

Article I.B.1 of the Faculty Code requires that at least 75% of the regular, active-status faculty members in each school must hold either tenured or tenure-accruing appointments, except for (i) the faculties of the Law School and the College of Professional Studies, and (ii) faculty in the Medical Center who are "stationed at affiliated institutions". It also requires that at least 50% of the regular, active-status faculty members in each department of a school must hold either tenured or tenure-accruing appointments, except for (i) the faculties of the Law School and the College of Professional Studies, and (ii) faculty in the Medical Center who are "stationed at affiliated institutions".

Article I.B.1. of the Faculty Code plays a vital role in supporting the University's commitments to academic excellence and shared governance because it ensures that:

- (1) Most regular, active-status faculty members will have an opportunity to earn tenured status and, accordingly, will have strong incentives to achieve excellence in teaching and scholarship by satisfying peer-reviewed standards of academic rigor, independence and objectivity;
- (2) Faculty members who participate in the areas of governance of the University and its schools and departments that are specified in the Faculty Code (as described below) will be regular, active-status faculty members who are engaged in all three major areas of faculty responsibility (namely, teaching, productive scholarship, and service to the University, professional bodies and the public) as set forth in Articles IV.A.6.b) and IV.B.1 of the Faculty Code; and
- (3) The predominant group of such faculty members will have the opportunity to earn tenured status and thereby obtain appropriate independence in carrying out the shared responsibility of regular, active-status faculty in deciding the following crucial academic matters related to departmental, school and University governance as specified in the Procedures for the Implementation of the Faculty Code ("Procedures"): (i) the adoption of written procedures for the governance of

the school pursuant to Part A of the Procedures, (ii) the appointment, promotion and tenuring of faculty pursuant to Part B of the Procedures, (iii) the appointment of academic administrative officers pursuant to Part C of the Procedures, and (iv) the development of curriculum and academic programs pursuant to Part D of the Procedures (hereinafter collectively referred to as “Code-specified governance matters”).

The SPHHS is a school that is subject, without exception, to the requirements of Article I.B.1. of the Faculty Code. As shown on Figure 1 attached to this Report, the composition of the regular, active-status faculty of the SPHHS has not complied with Article I.B.1. since the founding of the SPHHS in 1997.

For more than seven years, the Faculty Senate and its Committees have made sustained efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, including:

- (1) On April 14, 2002, the Faculty Senate adopted Resolution 01/11, in which the Faculty Senate called on the Dean of the SPHHS to develop a plan to bring the SPHHS into compliance with Article I.B.1 by the Fall semester of 2007, but the SPHHS failed to develop such a plan or achieve such compliance;
- (2) In May 2008, the Executive Committee of the Faculty Senate sent a memorandum to the Dean of the SPHHS, in which the Executive Committee requested that the Dean of the SPHHS provide, not later than September 19, 2008, a detailed, comprehensive plan to bring the SPHHS into compliance with Article I.B.1. within a reasonable period not to exceed five years;
- (3) On September 24, 2008, Interim Dean Josef J. Reum of the SPHHS sent the Executive Committee a preliminary draft of a plan to bring the SPHHS into compliance with Article I.B.1 within the requested five-year period, and the Executive Committee referred Interim Dean Reum’s draft compliance plan to a Special Joint Subcommittee on Compliance by the SPHHS with the Faculty Code (“Joint Subcommittee”),
- (4) Interim Dean Reum submitted a revised compliance plan on February 2, 2009, and the Joint Subcommittee advised the Faculty Senate, at its meeting on March 13, 2009, that the revised compliance plan appeared to be feasible and appeared to provide a reasonable basis for bringing the SPHHS into compliance with Article I.B.1 by 2013.
- (5) Based on information provided by the Office of Medical Center Faculty Affairs and Program Development (“OMCFAPD”), which is reflected on Figure 1, the number of regular, active-status faculty with tenured or tenure-accruing appointments in the SPHHS increased from 17 in 2007 to 29 in 2009, while the number of regular, active-status faculty with non-tenure-accruing (“NTA”) appointments increased from 20 to 30.

- (6) The Joint Subcommittee submitted a report to the Faculty Senate Executive Committee on October 26, 2009 ("Joint Subcommittee Report"), which expressed "reservations on the validity of the [the SPHHS compliance] plan as well as the guidelines being used to implement the proposed plan," and the Report further explained that "our reservations center around the lack of specific Faculty Code compliance criteria and processes needed for legitimate search establishment and operations and [faculty appointment, promotion and tenure committee] selection and tenure issues." The Joint Subcommittee Report specifically noted a "lack of formal processes and criteria for faculty (and indeed Dean) selection, promotion and tenure" decisions at the SPHHS.
- (7) The Joint Subcommittee submitted a further report to the Faculty Senate Executive Committee on February 4, 2010, which stated that "[t]he Joint Subcommittee continues to have concerns about the lack of specific [faculty appointment, promotion and tenure] criteria and process employed by SPHHS." The report added, however, that its "overall judgment is that SPHHS continues to make good progress toward Code compliance and it is possible that in 2011 or 2012 the goal of the required number of tenured/tenure-track faculty will be met."

Since 2008, in the course of its efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, the Faculty Senate and its Committees have become aware of the very significant (and potentially decisive) role played by research faculty in Code-specified governance matters in the SPHHS:

- (1) In the fall semester of 2008, the Faculty Senate Executive Committee began to discuss with the University administration the launching of a search for new dean of the SPHHS that would comply with the Faculty Code.
- (2) During the course of those discussions, the Executive Committee learned that the SPHHS has a large number of research faculty who do not hold regular, active-status appointments, but who actively participate in Code-specified governance matters in the SPHHS pursuant to an asterisked footnote to Part A of the Procedures, on page 18. That footnote provides: "In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate wherever the term 'regular' faculty appears in this document". The faculty ranks which are eligible for membership in the Medical Center Faculty Assembly, and which are therefore designated as 'regular' faculty for purposes of the footnote on page 18 of the Procedures, are listed in Attachment 1.
- (3) The footnote on page 18 of the Procedures was added to the Faculty Code in the mid-1970s, long before the founding of the SPHHS in 1997. That footnote was intended to provide Code-specified governance rights in the University's Medical Center to clinical medical faculty and research medical faculty who worked in the four existing units of the Medical Center, all of which provided medical education

and medical care services at that time (namely, the School of Medicine and Health Sciences, the University's Hospital, the University's Health Plan, and the University's Medical Faculty Associates). The footnote on page 18 of the Procedures recognized the key roles played by clinical medical faculty and research medical faculty in medical education with its strong emphasis on practice-based instruction, as contrasted with the primarily academic and scholarly roles that regular, active-status faculty are required to fulfill in other schools in the University

- (4) Neither the Faculty Senate nor the University's Board of Trustees specifically discussed whether the footnote on page 18 of the Procedures should be interpreted as allowing research faculty to participate in Code-specified governance matters in the SPHHS when the SPHHS was established as a new school within the Medical Center in 1997.
- (5) The number of research faculty in the SPHHS has grown rapidly in recent years, during the same period of time that the Faculty Senate has repeatedly called upon the SPHHS to come into compliance with Article I.B.1 of the Faculty Code. According to information provided by OMCAPD and shown on Figure 1 attached to this Report, the number of research faculty in the SPHHS has increased from 11 in 2002 to 26 in 2007 and 45 in 2009.
- (6) Research faculty in the SPHHS have joined with NTA faculty to exercise significant influence over Code-specified governance matters in the SPHHS since the school's founding, as indicated by (i) service by research faculty as voting members of committees that determine the appointment, promotion and tenure of regular, active-status faculty members within the SPHHS, and (ii) most recently, the refusal by research faculty and NTA faculty in the SPHHS to agree to a Dean's search process that would conform to Part C.2. of the Procedures by establishing a core search committee consisting solely of tenured faculty members. Instead, despite the intervention of the Executive Vice President for Academic Affairs, the core search committee established for the current Dean's search in the SPHHS includes five tenured faculty members, two faculty members who hold NTA appointments and two research faculty.
- (7) In combination, the NTA regular, active-status faculty and the research faculty of SPHHS, who totaled 75 in 2009, have the potential to exercise control over Code-specified governance matters in the SPHHS. In contrast, only 28% (29 of 104) of the faculty members in the SPHHS in 2009 were regular, active-status faculty members with tenured or tenure-accruing appointments (see Figure 1, attached).
- (8) A review of the Columbia University Faculty Handbook and the policies and procedures issued by the office of the dean of The Johns Hopkins University Bloomberg School of Public Health reveals no comparable provisions that grant research faculty the level of participation in governance that they have in the SPHHS. Research faculty members at these two prominent schools of public

health are recognized in various ways, but they are not given full and equal participation in governance with respect to core academic issues.

The unintended consequences of the footnote on page 18 of the Faculty Code clearly undermine Code-compliant faculty governance in the SPHHS and must be remedied if similar problems are to be avoided in the future. Members of the research and NTA faculty in the SPHHS are appointed on short-term contracts (typically for one year), and they therefore may not have the necessary security of employment to express their independent views on Code-specified governance matters in a manner comparable to the independent voice of tenured faculty.

In schools within the University outside the Medical Center, research faculty do not participate in Code-specified governance matters in schools and departments. Research faculty do not hold regular, active-status appointments under Article I.B.1 of the Faculty Code and, instead, hold research staff appointments under Article I.B.4 of the Faculty Code. Consequently, research faculty in all schools within the University are not counted for purposes of applying the 75% and 50% requirements set forth in Article I.B.1. Because research faculty in the SPHHS are not counted for purposes of applying the 75% and 50% requirements under Article I.B.1., it is contrary to the purposes and objectives of Article I.B.1. to permit research faculty to participate in Code-specified governance matters in the SPHHS pursuant to the footnote on page 18 of the Faculty Code.

The Committee on Professional Ethics and Academic Freedom has determined that the SPHHS will not achieve true compliance with Article I.B.1 of the Faculty Code and Parts A through D of the Procedures unless the asterisked footnote on page 18 is amended to remove the SPHHS from the scope of that footnote. Accordingly, the Committee recommends that the Faculty Senate adopt the following resolution. The Committee wishes to emphasize that, except for Code-specified governance matters, the resolution would not affect the rights of research faculty of the SPHHS to participate in the governance of the SPHHS or the governance of the Medical Center pursuant to the Medical Center Organization Plan.

Resolution

NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That, in Article I.B.1. of the Faculty Code, the phrase "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" shall be amended to read "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
2. That the asterisked footnote to Part A of The Procedures for the Implementation of the Faculty Code ("Procedures"), on page 18, be amended to read as follows, effective on June 30, 2010:

“In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term “regular” faculty appears in this document.”

3. That, following adoption of the foregoing amendment by the University’s Board of Trustees, the Dean of the School of Public Health and Health Services (“SPHHS”) shall take appropriate steps, in collaboration with the faculty of the SPHHS, to develop governance procedures for the SPHHS (including appropriate school and departmental bylaws) that shall bring the SPHHS into full compliance with Parts A through D of the Procedures not later than December 31, 2010.
4. That the Dean of the SPHHS shall submit a report to the Faculty Senate Executive Committee not later than January 31, 2011, describing the steps taken by the SPHHS to achieve full compliance with Parts A through D of the Procedures.
5. That the report by the Dean of the SPHHS referred to in Paragraph 4, above, shall also (i) describe the progress made by the SPHHS in moving toward full compliance with Article I.B.1 of the Faculty Code and (ii) provide an estimated date for achieving full compliance with that provision.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 3, 2010

Adopted with Resolution 09/3 as amended March 12, 2010

ATTACHMENT 1
RELEVANT SECTION OF THE MEDICAL CENTER
FACULTY ORGANIZATION PLAN

The Medical Center Faculty Organization Plan states in Article II. The Medical Center Faculty Assembly, Section 1. Membership, that:

The voting membership of the Faculty Assembly shall consist of all faculty members in the following grades of academic service:

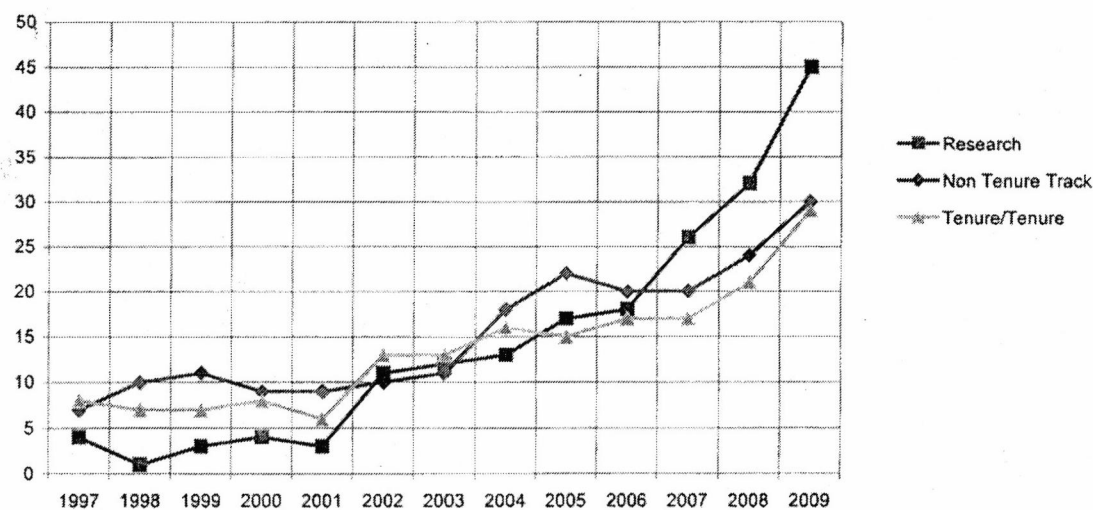
1. Professor, Associate Professor, Assistant Professor, Instructor.
2. Clinical Professor, Professorial Lecturer, Associate Clinical Professor, Associate Professorial Lecturer, Assistant Clinical Professor, Clinical Instructor, Lecturer, Special Lecturer, Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, Adjunct Instructor.
3. Research Professor, Associate Research Professor, Assistant Research Professor, Research Instructor

In addition, such members of the Administrative Board as might not otherwise be qualified for membership shall be members of the Faculty Assembly.

This list includes the entire range of faculty ranks. "Voting membership" makes no distinction as to tenured or nontenured faculty or if "voting members" hold regular, active-status appointments or research appointments. The footnote on page 18 of the Faculty Code has been interpreted in the Medical Center to mandate that all like-designated faculty members in the SPHHS are eligible to vote in the same manner as regular active-status faculty, regardless of tenure, on all matters pertaining to governance of the SPHHS.

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Non Tenure Track	7	10	11	9	9	10	11	18	22	20	20	24	30
Research	4	1	3	4	3	11	12	13	17	18	26	32	45
Tenure/Tenure Track	8	7	7	8	6	13	13	16	15	17	17	21	29
	19	18	21	21	18	34	36	47	54	55	63	77	104

Figure 1
School of Public Health and Health Services
Non Tenure, Research and Tenure/Tenure Track Faculty 1997- 2009
****Prior to 2004 - no tenure track****



A RESOLUTION OF APPRECIATION (09/4)

WHEREAS, Lilien F. Robinson, Professor of Art History, has earned the highest level of respect, gratitude, appreciation, and admiration from the University community; and

WHEREAS, Professor Robinson has completed 31 years of service on the Faculty Senate and is currently finishing her term as Chair of the Executive Committee of the Faculty Senate; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of the extraordinary service and outstanding contributions to The George Washington University provided by Professor Lilien F. Robinson, for which she has received numerous accolades, including the George Washington Award, the Trachtenberg Prize for University Service, and the Columbian College Teaching Excellence Award; and

In recognition of her 45 years of exemplary service to students and colleagues as a member of the full-time faculty of the Department of Fine Arts and Art History, during which time she has achieved the highest standards of excellence in her teaching and scholarship – including her selection as Co-Editor in Chief for *Serbian Studies* (the peer-reviewed journal of the North American Society for Serbian Studies), her publication of more than thirty scholarly works, including journal articles and exhibition catalogues, and her presentation of more than forty conference papers and public lectures; and

In recognition of her 22 years of distinguished service as Chair of the Department of Fine Arts and Art History, during which time she provided exceptional leadership to her Departmental colleagues; and

Especially in recognition of her extraordinary contributions to the entire University faculty through her 31 years of remarkable service as a member of the Faculty Senate – including 17 years as a member of the Executive Committee, 15 years as Chair of the Executive Committee, six years as Chair of the Committee on Appointment, Salary and Promotion Policies, three years as Chair of the Committee on Administrative Matters as They Affect the Faculty, three years as Chair of the Committee on Professional Ethics and Academic Freedom, and one year as Chair of the Committee on Educational Policy – during which time she has compiled an unparalleled record of major accomplishments for the University faculty, due to her outstanding qualities of leadership, integrity, collegiality, diplomacy, fairness, kindness, patience, and unwavering commitment to reasoned discourse and deliberation and the preservation of shared University governance;

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

HEREBY EXPRESSES ITS DEEPEST APPRECIATION AND PROFOUND GRATITUDE TO

PROFESSOR LILIEN F. ROBINSON

FOR HER DISTINGUISHED SERVICE

Steven Knapp

**Steven Knapp
President**

/SEAL/

Adopted April 9, 2010

A RESOLUTION ON THE PROPOSAL FOR A NEW SCHOOL OF NURSING (09/5)

WHEREAS, a proposal to establish a new School of Nursing was presented to the Faculty Senate Executive Committee on February 26, 2010.

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

WHEREAS, Article IX.B of the *Faculty Code* further provides that:

“The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University.

“This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations.

“Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate University officials.”

WHEREAS, the proposal to establish a new School of Nursing, as presented to the Faculty Senate Executive Committee, does not include sufficient supporting information to enable the Faculty Senate to evaluate the future prospects of the proposed School or to develop sound, well-informed recommendations concerning the potential advantages, disadvantages, benefits and risks of the proposed School.

WHEREAS, the Faculty Senate Special Committee on the Proposed School of Nursing (“Special Committee”) was appointed by the Executive Committee to review the proposal to establish a new School of Nursing and the Special Committee has submitted a report (a copy of which is attached to this Resolution as Appendix A) that describes the Special Committee's evaluation of the proposal and presents the Special Committee's recommendations for further action; **NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That, the Faculty Senate has not been provided sufficient information to enable the Senate to fulfill its responsibility under Article IX of the Faculty Code to evaluate the future prospects for the proposed School of Nursing and to develop sound, well-informed recommendations regarding the potential advantages, disadvantages, benefits and risks of the proposed School of Nursing.

2. That, a comprehensive strategic and financial plan for the formation and implementation of the proposed School of Nursing, as described in the report of the Special Committee on the Proposed School of Nursing attached to this Resolution as Appendix A, should be prepared and provided to the Special Committee and the Faculty Senate as soon as is feasible.
3. That, no further action should be taken regarding any approval for the establishment of the proposed School of Nursing at the George Washington University unless a comprehensive strategic and financial plan has been developed and provided to the Special Committee and the Faculty Senate at least ~~60~~ 30 days in advance of any potential action by the Board of Trustees dealing with approval of the proposed School of Nursing, so that the Senate will have a reasonable opportunity to consider the comprehensive plan and provide sound, well-informed recommendations to the Administration and the Board of Trustees before any such action is taken.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair
Professor Brian L. Biles
Professor Gary L. Simon
Professor Arthur E. Wilmarth, Jr.

Adopted, as amended, April 9, 2010

Need for a
Strategic Plan
for the
Formation of a School of Nursing
at the
George Washington University

On February 26, 2010 Jean Johnson, Senior Associate Dean of Health Sciences Programs, presented School Formation Committee Recommendations for the establishment of a School of Nursing to the Executive Committee of the Faculty Senate. To address this matter, the Executive Committee formed a Special Committee on the Proposed School of Nursing consisting of the following members: Brian Biles, Edward Cherian (Chair), Gary Simon and Arthur Wilmarth.

The Special Committee has reviewed the materials provided to the Executive Committee and understands the need for a swift and decisive response to this proposal based on the projected timeline of events planned.

One important issue requiring initial agreement is the location of the proposed school. Based on the DC Zoning Board's student, faculty and total population limitations, the only feasible location for this new school – in its entirety - will be at the GW Virginia Science and Technology Center in Ashburn, Virginia. (The DC maximum FTE BZA order limits GW to 16,553 students, staff and faculty at Foggy Bottom. Last fall we had 16,473.) Quality space is available at the STC which can be customized to meet the School's needs. The proximity to a good hospital (INOVA Fairfax and INOVA Loudoun Hospital, Lansdowne, VA) further enhances the attraction of this location.

In order for the Special Committee and the Faculty Senate to review the proposed school of nursing, a comprehensive strategic plan for the formation and implementation of the school is required. Enclosed is a list of information, description of concepts and plans and other requirements (although perhaps incomplete) which must be contained in such a plan in order for the Faculty Senate to be able to make a credible analysis and recommendation about the formation of the proposed school.

- 1) Overall Vision: What is the overall long-range goal for the school? Plans for the formation of a Board of Advisors; fund raising for an endowment; national recognition; future accreditation plans for the School. How will the School function as an independent unit reporting to the Provost?
- 2) Market Data: Who are the students to be recruited, the competition, and how the school will compare to the competition. Market research on the need for nurses, both nationally and regionally should be conducted if current data are not available.
- 3) Marketing Plan: Describe the degrees and courses both existing currently and planned. What are the students and faculty recruitment plans? What are the projected enrollments for students and faculty lines? How do we attract "the best"?
- 4) Implementation Plan: a) Who will be the senior executives in the operation of this school? What are their qualifications? Who else is needed? Clear description of the position descriptions for each of the different faculty and staff categories. B) APT criteria and process for each faculty category. How will the School satisfy the 75/25% tenure/tenure track requirement? Overall Plan for Faculty Code compliance. Search committee formation criteria and composition for new faculty searches.
- 5) Organization charts indicating current and future appointments. Proposed by-laws for the School and Programs/Departments consistent with the Faculty Code. Description and plans for acquisition for the physical facilities and equipments required.
- 6) Critical Risks and Strengths: What are the risks that may cause this school to be unsuccessful? What is the strategy and plans for success and growth?
- 7) Financial Plan: A pro forma income/expense statement for five years with the first year in considerable detail. What is the source of required funding? Projections of tuition revenue, research support, donations and cash flow needs. Cost of initial formation (start-up expenses) including proposed use of consultants and special

services. Will the School be self-sustaining from the initial year of operation? If not what will be the sources of subsidies? Planned tuition and other charges, and availability of scholarships/discount rate.

- 8) Detailed plan for the separation of the Nursing Department from the Health Sciences Programs and other Medical Center ties: Equitable division of research contracts, assets, faculty and staff. What will be the remaining relationships with the Health Sciences Programs and School of Medicine after formation of the new School of Nursing?

